

10:10 P.M.

To: Fred McCallum

COMMISSIONERS:

STAN WISE, CHAIRMAN  
DAVID N. BAKER  
ROBERT B. (BOBBY) BAKER  
MAC BARBER  
BOB DURDEN



FCC MAIL SECTION

AUG 18 8 56 AM '97

DEBORAH K. FLANNAGAN  
EXECUTIVE DIRECTOR  
TERRI M. LYNDALL  
EXECUTIVE SECRETARY

**Georgia Public Service Commission**

244 WASHINGTON STREET, S.W.  
ATLANTA, GEORGIA 30334-5701  
(404) 656-4501 OR 1 (800) 282-5813

August 14, 1997

William F. Caton  
Acting Secretary  
Federal Communications Commission  
1919 M Street, N.W.  
Washington, D.C. 20554

Re: State Determination of Cost Studies for Section 254 Universal Service,  
CC Docket No. 96-45

Dear Mr. Caton:

This letter is to notify the Federal Communications Commission, pursuant to paragraph 248 of FCC Order No. 97-157, issued May 8, 1997 (CC Docket No. 96-45), that the Georgia Public Service Commission intends to conduct its own forward-looking economic cost studies for universal service purposes.

Sincerely,

A handwritten signature in cursive script, appearing to read "Stan Wise".  
Stan Wise  
Chairman

cc: FCC Common Carrier Bureau

No. of Copies rec'd  
List ABCDE

1

**Center for Telemedicine Law**  
1050 Connecticut Avenue, N.W., Suite 700  
Washington, D.C. 20036-5339  
Phone: (202) 775-5722 Fax: (202) 857-6395  
email: [telemedlaw@dgs.dgsys.com](mailto:telemedlaw@dgs.dgsys.com)

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**FACSIMILE TRANSMITTAL COVER SHEET**

Date: August 15, 1997

No. of Pages: 5  
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AUG 18 1997

FEDERAL COMMUNICATIONS COMMISSION  
OFFICE OF THE SECRETARY**PLEASE DELIVER TO:**

<b>Name:</b>	<b>Fax Number:</b>	<b>Verify Number:</b>
William Caton Acting Secretary, FCC	202/418-2813	202/418-0300

Attorney Number: 1096 Client Number: 18745/000

Hard Copy Sent: Yes

Comments:

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**Please Call As Soon As Possible If Transmission Is Not Complete: 202/857-6119**

## Center for Telemedicine Law

1050 Connecticut Avenue, N.W., Suite 700

Washington, DC 20036-5339

Phone: (202) 773-5722 Fax: (202) 857-6395

e-mail: telemedlaw@dgs.dgsys.com

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AUG 18 1997

FEDERAL COMMUNICATIONS COMMISSION  
OFFICE OF THE SECRETARY

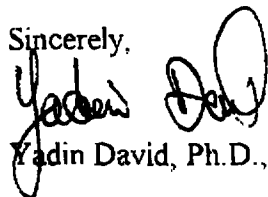
August 14, 1997

Reed E. Hundt, Esq.  
Chairman, Federal Communications Commission  
1919 M Street, NW  
Washington, DC 20554

As the President of the Board of the Center for Telemedicine Law, I hereby nominate Donna Hammack to serve on the Universal Service Administrative Company (USAC) Board of Directors. She is responsible for the coordination of telemedicine and telehealth services for Good Samaritan Hospital in Kearney, Nebraska, and is thus qualified to serve on the Board as a representative for rural health care providers. Her resume is attached.

Thank you for your consideration of this matter.

Sincerely,



Yadin David, Ph.D., P.E., C.C.E.

Attachment

cc: William Caton  
Sheryl Todd

**Donna K. Hammack**

Home: 5 Camelot Way  
Kearney, NE 68847  
(308) 236-7831

Work: Good Samaritan Hospital Fd.  
Box 1810  
Kearney, NE 68849  
(308) 865-2700

**Relevant Experience:**

**DIRECTOR OF GRANTS AND SPECIAL PROJECTS**, Good Samaritan Hospital Foundation, Kearney, Nebraska. (1989-present)

- Responsibility for helping develop programs which involve seeking, applying for and securing grant funds from state and federal government sources, charitable, corporate, and organizational foundations to provide monetary or in-kind support for specified programmatic and capital needs of Good Samaritan Hospital, a 197-bed acute care facility, or Richard H. Young Hospital (an 80-bed psychiatric and chemical dependency hospital).

- Involves conducting research and networking activities with community, medical or other professional groups to determine need, programmatic direction and effective functioning of funded programs.

- Works with a variety of short or long-term tasks, such as rural networking with smaller communities outside of Kearney.

**Prior Experience:**

**CONSULTANT** for Good Samaritan Hospital Foundation (1988-1989). Identified funding sources and developed grant proposals. Assisted with physician recruiting.

**BUSINESS COMMUNICATIONS INSTRUCTOR** at the University of Nebraska at Kearney (1987-1989). Taught oral and written communications skills, including research techniques, memo and letter writing, and career search activities.

**Education:**

M.S. in Education from the University of Nebraska at Omaha.

B.S. in English from the University of Nebraska at Lincoln.

**Presentations:**

Governor's Statewide Conference on Telecommunication.  
Presentation on "Successful Rural Health--Specialty Health Care Network: Providing Care Through Telecommunications."  
Kearney on May 29, 1997.

The Nebraska Society for Clinical Laboratory Science and the Clinical Laboratory Management Association. Working Together As Partners for the Future. Presenter "Telemedicine in a Rural Environment." Omaha, Ne on May 7, 1997

American Telemedicine Association Second Annual Conference.  
Chair for Telemedicine Project Reports. April 5, 1997.

Telemedicine: Gateway to the Future Conference. Presenter at Conference in Kearney, NE on October 17, 1996.

Nebraska Rural Health Conference. "Telemedicine: A New Pathway for Rural Consumers and Providers." Presentation in Kearney, NE on September 4, 1996.

Cicom. "Challenges to the Delivery of Health Care in Rural America." Presentation in Madrid, Spain, on Nov. 30, 1995.

Catholic Managed Care Consortium. "Building Rural Health Care Networks." Presentation at national meeting in Chicago, Illinois on May 24, 1995.

Communities Can Coalition. "Serving Children With Disabilities in Rural Areas." Presentation at national meeting in Naples, Florida, November 3, 1994.

A Multi-Generational View of Respite in Nebraska. "Adults With Disabilities, Alzheimer's Disease or Other Functional Limitations," September 14, 1993.

Developing Your Grant Proposal. One day workshop at the University of Nebraska at Kearney, May 29, 1993.

Topical Symposia: "Serving Children with Special Health Care Needs in Rural Areas," presented at the National Rural Health Association Conference in Kansas City, Missouri, May 13, 1993.

Early Years: Children, Families and Communities Conference, "Developing a Continuum of Care for Families," Grand Island, Nebraska, March 26, 1993.

Second Annual Communities Can Campaign sponsored by Georgetown University Child Development Center, "Networking Community Based Services in Kearney," Seattle, Washington, August 1-3, 1992.

CASSP Training Institutes on Developing Local Systems of Care for Children and Adolescents with Severe Emotional Disturbances, "Developing and Financing Services for Children with Special Healthcare Needs," Breckenridge, Colorado, July 18-22, 1992.

Nebraska Home Economics Association Annual Meeting, "An Innovative Concept in Day Care," Kearney, NE, March 13, 1992.

Nebraska Council of School Administrators, "Communication Counts," Ramada Inn, Kearney, NE, March 20, 1991.

Mid-Winter Educational Conference, "Meeting Your Community's Needs and Finding Funding," Grand Island and Kearney, spring 1990.

Communities Can Campaign Conference, "Parent Assistance Network," Stowe Vermont, June 1990.

Nebraska Department of Social Services Respite Care Forum, "Respite Care Task Force," Lincoln, NE, December 7, 1990.

Tri-cities United Way Agencies, "Developing Your Grant Proposal," Kearney, NE, November 1989.

**Activities:**

American Telemedicine Association (Member)

Center for Telemedicine Law (Board Member)

Governor's Council on Highway Safety (Board Member)

President-Buffalo County Chapter of the American Cancer Society

University of Nebraska Community Relations Board Member  
Committee

University of Nebraska College of Business and Technology  
Advisory Board Member

CC96-45

FCC MAIL SECTION

**ATSP****ASSOCIATION OF TELEMEDICINE SERVICE PROVIDERS**

7276 SW Beaverton-Hillsdale Hwy, Suite 400, Portland, Oregon 97225

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Aug 18 8 51

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**F A X C O V E R S H E E T****RECEIVED**

AUG 18 1997

FEDERAL COMMUNICATIONS COMMISSION  
OFFICE OF THE SECRETARY

**DATE:** August 15, 1997 **TIME:** 12:08 PM  
**TO:** Chairman Reed E. Hundt **PHONE:** 202/418-7391  
FCC **FAX:** 202/418-2801

**FROM:** Douglas A. Perednia **PHONE:** 503/494-3497  
**FAX:** 503/494-6736

**RE:** Nomination of Ms. McClosky Armstrong to Universal Service Administrative Company (USAC).

**CC:**

Number of pages including cover sheet: 3

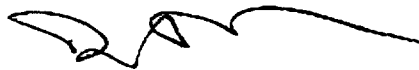
***Message***

Chairman Hundt,

This fax contains a letter requesting your consideration of Ms. Thelma McClosky Armstrong as a nominee to the Universal Service Administration Company (USAC) and Ms. McClosky Armstrong's resume.

The instructions for nomination indicate that one copy of this nomination be sent to Secretary William Caton. Because no fax line is available in his office we request a copy of this request for nomination be sent to him by one of your associates. Thank you for your time, and please contact me should you have any questions.

Sincerely,



Douglas A. Perednia, M.D.  
President, ATSP

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Association of Telemedicine Service Providers

August 15, 1997

Chairman Reed E. Hundt  
Federal Communications Commission  
1919 M Street, NW  
Washington D.C. 20554

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AUG 18 1997

FEDERAL COMMUNICATIONS COMMISSION  
OFFICE OF THE SECRETARY

Dear Mr. Chairman,

On behalf of the members of the Association of Telemedicine Service Providers (ATSP), it is my privilege to nominate Ms. Thelma McClosky Armstrong to serve on the Universal Service Administration Company (USAC). The ATSP represents many rural telecommunications-oriented health service providers in all regions of the U.S. Because of Ms. McClosky Armstrong's extensive and broad-based knowledge of rural health care delivery and telecommunications issues, the ATSP asks that you appoint her as a candidate representing rural health care providers.

Ms. McClosky Armstrong is a proven leader in the field of rural health care, and especially telemedicine. She has spent the last twenty years in the development and management of health care delivery systems. As the director of the Eastern Montana Telemedicine Network, she has used her understanding of rural health care and acquired knowledge of telecommunications technology to develop one of the most successful tele-mental health networks in the country. Most recently Ms. McClosky Armstrong has been appointed to the Oversight Committee for the Montana Interim Universal Access Program by the Montana Public Services Commission. [For further information concerning Ms. McClosky Armstrong's professional activities please refer to the attached resume.]

Ms. McClosky Armstrong is acutely aware of the challenges that rural health care providers are facing and the promise of new hope that telecommunications technology and greater connectivity in rural areas can bring. She has had first hand experience with the telecommunications difficulties of operating a rural telemedicine program specializing in delivery of mental health services. This experience has made Ms. McClosky Armstrong intimately familiar with the topics that the USAC will be expected to manage.

The ATSP understands that the Universal Service Order will be an unprecedented investment into the lives of hundreds of thousands of people in rural communities across the United States. Because of the FCC's careful planning, management, and effort, we anticipate that the health and education of America's rural citizens will be substantially enhanced. It is the wish of the ATSP that the best possible candidate is chosen and, therefore, we are pleased to offer this nomination.

If we can clarify any questions that may develop, please contact me at (503) 222-2406. Thank you for your invaluable time and consideration in this matter.

Sincerely,

Douglas A. Perednia, M.D.  
President, ATSP



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AUG 18 1997

FEDERAL COMMUNICATIONS COMMISSION  
OFFICE OF THE SECRETARY**Thelma McClosky Armstrong**3285 Canyon Drive #40  
Billings, Montana 59102  
(406)255-8425(W) (406)652-7471(E)**Objective:** Twenty years of experience in the development and management of healthcare delivery services**Professional Experience**

June, 1995 to Present

**Deaconess-Billings Clinic Health System****Billings, Montana****Director, Eastern Montana Telemedicine Network.** Responsible for the overall management of a ten site interactive videoconferencing network that provides medical and mental health services throughout eastern Montana.

May, 1995 to June, 1993

**Program Coordinator, Eastern Montana Telemedicine Network.** Responsible for the day to day operations of a ten site interactive videoconferencing network.

May, 1993 to June 1992

**Outreach Coordinator, Psychiatric Services.** Directed, developed and implemented marketing activities for Deaconess Psychiatric Services.

December, 1989 to May, 1992

**Therapeutic Activities Supervisor, Psychiatric Services.** Responsible for the conceptualization and implementation of the Therapeutic Activities Services to include occupational and recreational therapy.

July, 1980 to December, 1989

**Walter Reed Army Medical Center****Washington, D.C.****Director, Recreational Therapy.** Responsible for the development, implementation and evaluation of a recreational therapy department which provided clinical services to active duty, retired and dependent military personnel.

January, 1977 to August, 1979

**Portsmouth Psychiatric Center****Portsmouth, Virginia****Coordinator, Activities Therapy**

October, 1974 to December, 1976

**Walter Reed Army Medical Center****Washington, D.C.****Recreational Therapist****Education**

1987

**George Washington University, Washington, D.C.****Master of Arts**

1974

**Florida State University, Tallahassee, Florida****Bachelor's of Science**

1972

**Montgomery College, Rockville, Maryland****Associate of Arts****Organizations**

1995 to present

**Member of American Telemedicine Association**

1994 to 1993

**Member of the American Therapeutic Recreation Association**

1989 to 1993

**Certified Therapeutic Recreation Specialist**

1980 to 1989

**Past Member University of Maryland Curriculum Committee**

1991 to 1992

**Chairperson, Fundraising Committee, American Therapeutic Recreation Assoc.**

1989-1993

**Big Sky Critical Incident Stress Debriefing Team**

1990 to 1993

**HEAL - HIV/AIDS Support Group**

P.O. Box 86  
Irene, South Dakota 57037-0086  
Phone: 605-263-3301  
Fax: 605-263-3844

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Dakota  
Telecommunications  
Group, Inc. ("DTG")

# Fax

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AUG 18 1997


FEDERAL COMMUNICATIONS COMMISSION  
OFFICE OF THE SECRETARY

<b>To:</b>	Secretary William F. Caton	<b>From:</b>	Kristie Lyngstad
<b>Fax:</b>	202-418-2813	<b>Pages:</b>	21
<b>Phone:</b>		<b>Date:</b>	August 15, 1997
<b>Re:</b>	Nominations for USAC Board	<b>Office Phone:</b>	605-263-3301

☒ **Urgent**    ☐ **For Review**    ☐ **Please Comment**    ☐ **Please Reply**    ☐ **Please Recycle**

The following pages are letters of nomination and resumes for the Universal Service Administrative Company ("USAC") board election. I understand that today is the last day for taking nominations.

If you have any trouble receiving this fax, please contact me at 605-263-3301 or 605-263-3306.



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If you have any problems receiving this fax, please contact Kristie Lyngstad at 605-263-3301.

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**DAKOTA TELECOM, INC.**

P.O. BOX 127  
IRENE, SOUTH DAKOTA 57037  
(605) 263-3921  
SD WATS 800-952-0004  
MN AND IA WATS 800-239-7501

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August 15, 1997

Mr. William F. Caton  
Secretary  
Federal Communications Commission  
1919 M Street, N.W.  
Washington, DC 20554

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AUG 18 1997

FEDERAL COMMUNICATIONS COMMISSION  
OFFICE OF THE SECRETARY

Dear Secretary Caton:

Please accept this letter of support for the nomination of Thomas W. Hertz for a position on the Universal Service Administrative Company Board of Directors.

I serve as the Chairman of the Board of Dakota Telecom, Inc. ("DTI") of Irene, South Dakota. DTI has cable operations in twenty-four towns in South Dakota, Iowa and Minnesota.

Mr. Hertz came to DTI in the fall of 1995. In the time that Mr. Hertz has been the President and Chief Executive Officer of DTI, DTI has acquired nineteen of its twenty-six cable systems. In each of these towns, Dakota upgraded operations to increase customer choice and improve the technology. Construction is in progress for a centralized head-end for centralized operations for many of these towns. Hybrid Fiber Coaxial ("HFC") systems are being installed in four towns this summer to provide telephony to cable subscribers. Mr. Hertz provides the leadership qualities necessary to guide the company through new growth.

Mr. Hertz is an excellent candidate for the position and will bring to the Board the necessary telecommunication and cable knowledge, skills and background to be an effective and contributing Board member.

Sincerely,

Jeffrey J. Goeman  
Chairman

Enclosures

FCC MAIL SECTION

## **BIOGRAPHY**

AUG 18 8 55 AM '97

**Thomas W. Hertz**  
**29801 County Road 11**  
**Menno, South Dakota 57045-7221**  
**Phone: 605-387-5696**

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### **Education**

**Graduate of Menno High School (1964), South Dakota School of Mines and Technology (1968, B.S. in Metallurgical Engineering) and University of South Dakota Law School (1977, J.D. - Law).**

### **Experience**

**Student, well-driller, farm hand, draftsman, lab assistant, miner and truck driver, in South Dakota, Oregon, Minnesota, Michigan and Iowa (1960-1968); civilian Nuclear Engineer/Project Engineer, U.S. Navy, Bremerton, Washington (1968-1974); nuclear metallurgy Ph. D. program, Iowa State University, Ames, Iowa (1974-1975); practicing attorney, *ULMER, HERTZ & BERTSCH, P.C.*, Menno, South Dakota (1977-1995); Chief Executive Officer and General Manager, Dakota Telecommunications Group, Inc. (1995-present).**

**Thomas W. Hertz**

Ulmer, Hertz & Bertsch, P.C.  
219 South 5th Street, P.O. Box 535  
Menno, South Dakota 57045-0535  
Phone 605/387-5658 FAX 605-387-2322

*Objective: General Manager of Dakota Cooperative Telecommunications, Inc.*

**Personal and Family**

Born March 7, 1946, Viborg, South Dakota  
Married (25+ years, Mary Saylor Hertz), two children (Sara & Elizabeth)  
Member, Grace Lutheran Church, Menno, South Dakota

**Professional Experience**

January 1978 to Present

Ulmer, Hertz & Bertsch, P.C.  
Menno, South Dakota  
*Managing Attorney, with primary practice in the area of cooperative and regulatory law, secondary practice in corporate and tax law, estate planning, and general practice*

July 1968 to July 1974

Puget Sound Naval Shipyard  
Bremerton, Washington  
*Nuclear Engineer, Project Engineer, coordinating overhaul of nuclear submarines and nuclear-powered surface ships.*

**Other Work Experience**

June 1960 to June 1968

general farm labor, southeastern South Dakota  
well driller, Menno, South Dakota  
Chicken & turkey ranch labor, Beaverton, Oregon  
lab technician, Rapid City, South Dakota  
civil draftsman, City of Rapid City, South Dakota  
engineering assistant, taconite plant, Beaver Bay, Minnesota  
engineering assistant, iron mine, Ispeming, Michigan

**Education**

1975 to 1977

University of South Dakota - Law School  
Vermillion, South Dakota  
J.D. (law)

1974 to 1975

Iowa State University  
Ames, Iowa  
one year as graduate student in PhD program in Nuclear Metallurgy

1964 to 1968

South Dakota School of Mines & Technology  
Rapid City, South Dakota  
B.S. Metallurgical Engineering.

## **Representative Clients**

**Dakota Cooperative Telecommunications, Inc.**  
*Irene, South Dakota*  
General Counsel

**Turner Hutchinson Electric Cooperative, Inc.**  
*Marion, South Dakota*  
General Counsel

**Battle Telecom Cooperative**  
*Battle, South Dakota*  
Regulatory and litigation matters

**Interstate Telecommunications Cooperative**  
*Clear Lake, South Dakota*  
regulatory and litigation matters

**Farmers Union Oil Co.**  
*Menno, South Dakota*  
General Counsel

**FREMAR Farmers Cooperative**  
*Marion, South Dakota*  
Merger, General Counsel

**Broin Enterprises, Broin & Associates (ethanol plants, design, operation and construction)**  
*Scotland, South Dakota and Sioux Falls, South Dakota*  
South Dakota General Counsel



140 N. Phillips  
Suite 404  
Sioux Falls, SD 57102  
605-331-4211  
FAX: 605-335-3942

August 15, 1997

Mr. William F. Caton  
Secretary  
Federal Communications Commission  
1919 M Street, N.W.  
Washington, DC 20554

Dear Secretary Caton:

Please accept this letter of support for the nomination of Dennis Law for a position on the Universal Service Administrative Company Board of Directors.

I serve as the Chairman of Iway Inc. of Sioux Falls, South Dakota. Iway provides internet services to over 6,000 dial-up and dedicated users in South Dakota and Iowa and is the largest internet service provider in South Dakota.

Mr. Law, Chief Operating Officer of Iway, has served this position since Iway was incorporated in 1994. Iway is aggressive in providing dedicated access connection to business users and school districts. It is implementing the latest technology including 56K modems, Microsoft commercial internet service and real audio. Mr. Law provides the leadership qualities necessary to guide the company through new growth.

Mr. Law is an excellent candidate for the position and will bring to the Board the necessary knowledge, skills and background to be an effective and contributing Board member.

Sincerely,

A handwritten signature in dark ink, appearing to read 'T.W. Hertz'.

Thomas W. Hertz  
Chairman/CEO

Enclosures

Dakota Telecommunications Group  
140 N. Phillips Avenue  
Suite 404  
Sioux Falls, SD 57104

Phone (605) 335-8826  
Fax (605) 335-3842  
E-mail Denny.Law@dtg.com

# Dennis Law

---

## Summary of qualifications

Extensive managerial and technical experience in various aspects of the telecommunications industry, including Interexchange Carrier (IXC) and Internet Service Provider (ISP) organizations.

Effective and successful in growing new businesses in highly-competitive industry environments.

Developed and implemented strategic plans for profitable growth with multiple products and services.

Successfully manage a rapidly growing, diverse organization offering a variety of products and services to a wide range of consumer entities.

## Work experience

### 1990-PRESENT DAKOTA TELECOMMUNICATIONS GROUP

Sioux Falls, South Dakota

#### Chief Operating Officer 1996 to Present

Responsible for overall management and accountability for results of the long distance service and Internet divisions.

Responsible for strategic planning of products and services within the goals of overall corporate product offerings.

Responsible for ensuring high-quality customer service for both external and internal customers.

#### Vice President 1993 to 1996

Responsible for the daily operation of the long distance service, including direct dialed services and operator-assisted services.

Responsible for all local, state and federal regulatory interaction.

Responsible for all personnel issues, including policy development, benefits application and compliance with local, state and federal employment requirements.

#### Vice President, Marketing 1990 to 1993

Responsible for all marketing activities of telecommunication services.

Directly responsible for \$1.3 million in annual sales of telecommunication services.

Implemented and managed an independent agent program in a five state region.

## Education

1994 - 1997

Master of Science, Administrative Studies

University of South Dakota, Vermillion, South Dakota

1983 - 1987

Bachelor of Science, Journalism

South Dakota State University, Brookings, South Dakota





*Dakota Telecommunications Group  
29705 453<sup>rd</sup> Avenue, PO Box 66  
Irene, South Dakota 57037-0066  
Phone: 605-263-3301  
Fax: 605-263-3844*

August 15, 1997

Mr. William F. Caton  
Secretary  
Federal Communications Commission  
1919 M Street, N.W.  
Washington, DC 20554

Dear Secretary Caton:

Please accept this letter of support for the nomination of Timothy A. Dupic for a position on the Universal Service Administrative Company Board of Directors.

I serve as the President and CEO of Dakota Telecommunications Group, Inc. ("DTG") of Irene, South Dakota. DTG serves over 6,000 local exchange customers in southeastern South Dakota.

Mr. Dupic came to DTG in the January of 1996. DTG traces its history of providing independent local exchange carrier services in South Dakota as far back as 1903. DTG is building a fiber network to connect all exchanges to one centralized switching center and provide distance learning to 12 school sites including the University of South Dakota. Mr. Dupic, DTG's Vice President of Operations, provides the leadership qualities necessary to guide the company through new growth.

Mr. Dupic is an excellent candidate for the position and will bring to the Board the necessary telecommunication knowledge, skills and background to be an effective and contributing Board member.

Sincerely,

A handwritten signature in dark ink, appearing to read "T.W. Hertz", is written over the typed name.

Thomas W. Hertz  
President/Chief Executive Officer

Enclosures

**TIMOTHY A.G. DUPIC**

112 Lookout Trail  
Mission Hill, SD 57046  
Home Phone (605) 668-9581  
Business Phone (605)-263-3301

**SUMMARY OF QUALIFICATIONS:**

- Extensive managerial and technical experience in various aspects of telecommunications, electric, gas, and water regulatory industries covering accounting, finance, rate case, docket management, auditing, methods and procedures and industry relations functions
- Effective and successful in representing various companies at State associations, training sessions, forums, professional groups and State Public Utility Commissions
- Successfully achieve corporate goals in cost effective way
- Consistently recognized as team player in performance with peers
- Combined work experience concentrating primarily on rate case evaluations with the Utilities Commissions of South Dakota and Iowa
- Productive teaching experience at the college and university level
- Masters of Business Administration from University of South Dakota

**EMPLOYMENT EXPERIENCE:**

1996 to Present **DAKOTA TELECOMMUNICATIONS GROUP, INC.**

Vice President of Operations and Corporate Secretary

Responsible for the management of the administrative operations, human resources and information systems of the corporation as well as the company's five subsidiary operations.

1983 TO 1995 **NATIONAL EXCHANGE CARRIERS ASSOC. [NECA]**

Manager - Member Services [1995 ]

Responsible for state specific activities involving NECA and cost and average schedule exchange carriers. Ensure FCC rules and NECA procedural compliance and accuracy of settlement data, cost studies, access billing, average schedule data, revenue information, universal service fund, network usage data and rate development forecasts. Responsible for the provision of high-quality customer service and maintaining excellent relationships with Exchange Carriers, consultants and communications industry.

Director - North Central Region [1990 to 1995]

Responsible for overall management and accountability for results of five-state regional office, including exchange carrier settlements, universal service fund, revenue requirements, review, collection, validation and approval of member company data. Delivered superior customer service; maintained business relationships with member companies, consultants, state regulators and other industry stakeholders.

Manager - Cost Information Systems [1988 to 1990]

Responsible for the accuracy and development of nationwide revenue requirement by access element utilized in access tariff filing activities. Oversaw development integrity of forecasting systems used to develop pool revenue requirement for 1200 carriers. Responsible for specifications, quality assurance programs and implementing changes and documentation of data and systems in support of tariff filings. Developed and implemented data collection systems utilized by rates and cost to support tariff filings. Interpreted impact of FCC Dockets and Rule changes.

**EMPLOYMENT EXPERIENCE [Continued]:**

1983 to 1995 NATIONAL EXCHANGE CARRIER ASSOC. [NECA]  
Manager, Access Review Methods - Cost Companies [1985 to 1988]  
Manager, Access Review Methods Average Schedule Companies [1985]  
Manager, Settlement Forecast and Analysis [1984 to 1985]  
Manager, Financial Reports and Analysis [1983 to 1984]

1979 to 1983 IOWA STATE COMMERCE COMMISSION  
Utility Specialist

1976 to 1979 SOUTH DAKOTA PUBLIC UTILITIES COMMISSION  
Utility Analyst

**TEACHING EXPERIENCE:**

- 1980 TO 1983 DES MOINES AREA COMMUNITY COLLEGE  
Instructor in the Business Department  
Taught Principles of Accounting, Consumer Economics and Business.
- 1981 to 1982 DRAKE UNIVERSITY  
Instructor in the Business Department  
Taught Federal Income Taxes and Principles of Accounting.
- 1980 DES MOINES PUBLIC SCHOOLS  
Instructor in the Department of Community and Adult Education  
Taught Bookkeeping for Small Businesses and Federal/State Income Tax Preparation.

**EDUCATION, SEMINARS, WORKSHOPS AND TRAINING SESIONS:**

- Master of Business Administration - M.B.A., University of South Dakota, Graduated in 1980, Vermillion, South Dakota
- Bachelor of Science Degree in Business Administration, Majoring in Accounting, University of South Dakota, Graduated in 1976
- Completed various regulatory, management courses, conferences, symposiums and seminars, various technical accounting and financial courses, Mastering Your Time, Achieving Extraordinary Customer Relations, Dale Carnegie Human Relationship Course, Effective Interviewing, various Lotus and WordPerfect software courses, Dynamics of Leadership, Managing a Diverse Workforce, Human Relations Skills for Team Management, The Write Start, EAP Supervisory Training, Everybody has a Customer, Performance Management and Quality Facilitator Training

**HONORS, AWARDS AND ACCOMPLISHMENTS:**

- Outstanding Contribution Award toward implementation of New Settlement Recovery Methodology
- Successful team member, leader and dedicated worker under deadlines
- Productive professional; able to meet and exceed company goals
- Communicate with customers, personnel and diverse professionals
- Maintain productivity when working in a complex business environment
- Plan, develop and implement concise and productive procedures

***Dakota Wireless Systems, Inc.***  
***29705 453<sup>rd</sup> Avenue***  
***P.O Box 432***  
***Irene, South Dakota 57037-0432***  
***Phone: 605-263-3301***  
***Fax: 605-263-3844***

August 15, 1997

Mr. William F. Caton  
Secretary  
Federal Communications Commission  
1919 M Street, N.W.  
Washington, DC 20554

Dear Secretary Caton:

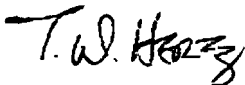
Please accept this letter of support for the nomination of Lemar VanHeuveln for a position on the Universal Service Administrative Company Board of Directors.

I serve as the President and Chief Executive Officer of Dakota Wireless Systems, Inc. ("DWS") of Irene, South Dakota. DWS provides commercial mobile radio services in southcentral South Dakota.

Mr. VanHeuveln, is a consultant offering his expertise and knowledge as DWS prepares to enter into the PCS industry. Mr. VanHeuveln provides the leadership qualities necessary to guide the company through new technology and expansion.

Mr. VanHeuveln is an excellent candidate for the position and will bring to the Board the necessary knowledge, skills and background to be an effective and contributing Board member.

Sincerely,



Thomas W. Hertz  
President/CEO

Enclosures

**Lemar Van Heuveln**

221 South Jessica

Sioux Falls, South Dakota 57103

Phone: 605-332-4144

Since 1978 I have formed and operated several communications companies and currently act as President and CEO of four separate CMRS corporations.

I have developed technical skills in several areas of electronic communications and have used those skills to provide consulting services to both public and private entities.

Using both technical skills and leadership experience, I have developed curriculum used in educational settings and in the communications industry.

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**EXPERIENCE:**

1978 - current: Formed Vantek Communications, a CMRS provider of Radio Common Carrier services, SMR operations, private radio system design services and maintenance provider. Started Wagner Mobile Phone, Pipestone Mobile Phone and Van/Alert, all CMRS companies.

1970 - 1978: Faculty member, University of South Dakota. Tenured position teaching Electronic Communications.

1968 - 1970: Transmitter Supervisor, KORN-TV, Mitchell, South Dakota. Responsibilities included operations of transmitting plant and providing training for new technicians.

1964 - 1968: Electronic technician, KORN-TV, KBHE-TV. Constructed and operated Commercial and Educational TV stations.

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**EDUCATION:**

Bachelor of Science, University of South Dakota. Magna Cum Laude, 1972.  
Brown Institute of Electronics, Technician, 1964.

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**LICENSES AND CERTIFICATES:**

FCC General Radiotelephone License. This license superseded the FCC First Class License. First Class earned in 1964.

Extra Class Amateur License, earned in 1976.



**DAKOTA TELECOM, INC.**

P.O. BOX 127  
IRENE, SOUTH DAKOTA 57037  
(605) 263-3921  
SD WATS 800-952-0004  
MN AND IA WATS 800-239-7501

August 15, 1997

Mr. William F. Caton  
Secretary  
Federal Communications Commission  
1919 M Street, N.W.  
Washington, DC 20554

Dear Secretary Caton:

Please accept this letter of support for the nomination of Craig A. Anderson for a position on the Universal Service Administrative Company Board of Directors.

I serve as the President and CEO of Dakota Telecom, Inc. ("DTI") of Irene, South Dakota. DTI has cable operations in 15 towns in South Dakota, Iowa and Minnesota and is a competitive local exchange carrier.

Mr. Anderson came to DTI in the fall of 1996. DTI was the first competitive local exchange carrier in the State of South Dakota to apply for authority to provide local service to customers. DTI is building a network to provide facility based operations. Mr. Anderson, DTI's Executive Vice President and Chief Financial Officer, provides the leadership qualities necessary to guide the company through new growth.

Mr. Anderson is an excellent candidate for the position and will bring to the Board the necessary telecommunication knowledge, skills and background to be an effective and contributing Board member.

Sincerely,

Thomas W. Hertz  
President/Chief Executive Officer

Enclosures

**Craig A. Anderson**  
JD, MBA, MPA, CPA  
2601 East Slaten Park Circle  
Sioux Falls, South Dakota 57103  
Telephone (605) 338-6091 Telefax (605) 338-0769  
email: canders@dakotatel.com

### Summary

17+ years of progressive management experience including service in senior financial, operating and general counsel positions in high growth companies (with 60% to 180% annual compound growth rates). Directly organized and supervised most company operations including strategic planning, mergers and acquisitions, sales and marketing, operations, financial and treasury management, MIS, accounting and tax systems, human resources, risk management, legal and regulatory affairs and general administration. Accustomed to flexibly managing multiple projects and creating unique and innovative solutions in fast changing business environments. Skilled negotiator with excellent team management abilities.

### Major Employment Positions

<b>Dakota Telecommunications Group, Inc.</b>	Director, Executive Vice President-Marketing & CFO
<b>The Austad Company</b>	Director, Vice President -Chief Financial Officer & Secretary
<b>DialNet, Inc.</b>	Director, Vice President -Chief Financial Officer, General Counsel & Corporate Secretary. This position also served as the Company's senior corporate operations executive.
<b>The Zond Group</b>	Director, Senior Vice President-General Counsel & Secretary.

### Significant Accomplishments

**Strategic Planning.** Preparation of comprehensive strategic plans which led to a series of public and private securities offerings raising over \$312 million in 4 years for Zond and to several bank financings for DTG, DialNet and Austads ranging from \$2 million to \$28 million. I also planned several public stock and alternate sale transactions for DTG, Zond, DialNet and Austads.

**Operational Management.** Successful implementation of a series of growth plans for DialNet which expanded its operations in 3 years from two to 49 states, increased weekly sales from \$10,000 to over \$100,000 and increased annual revenues from \$24 million to \$96 million. A similar expansion plan is now underway at DTG.

**Business Systems Design.** Design and implementation of integrated MIS, accounting and budgeting systems for DTG, Austads and DialNet which included reengineering the underlying business processes. The Austads system reduced inventories by 50% within 15 months, increased manufacturing fill rates from 70% to 96%, reduced markdowns by 5% and decreased customer service training time by 50%. The DialNet system increased order entry capacity by 67% reduced order installation time by up to 90% and accelerated overall cash flow by 3-4 weeks. The DTG system is now being implemented.

**Regulatory Management.** Creation of regulatory and tax compliance systems for DialNet and Zond that were designed to provide a competitive advantage for the company. The Zond program successfully closed several federal and state tax shelter compliance audits with no charges.

**Confidential Resume of Craig A. Anderson****Detailed Employment Experience**

**September 1996  
to Present**                      **Dakota Telecommunications Group, Inc.**  
Irene, South Dakota  
Director, Executive Vice President-Marketing & CFO  
President, Long Distance and Internet Subsidiaries  
Executive Committee Member

With a 95 year operating history, Dakota Telecommunications Group, Inc. ("DTG") is one of the oldest local exchange carriers in South Dakota. In the 1980s, the Company diversified into cable television and long distance operations. I was hired in late 1996 to revise the Company's strategic plans, establish formal financial and marketing operations and help convert the Company into a growth company. Major projects include:

**\*Public Conversion.** The conversion of the Company from a South Dakota cooperative into a Delaware public business corporation, a conversion which was approved by the members and completed in July 1997.

**\*Debt Financing.** The refinancing of the Company's long term debt and the placing of new financing for its 1997 network rebuilding program. This financing was placed in June 1997 and closed in July 1997.

**\*Acquisitions.** The expansion of the Company's customer base through the acquisition of additional companies. Two major acquisitions were closed in December 1996, positioning the Company in the long distance, operator services and Internet businesses. Several additional acquisitions are now under negotiation.

**\*Sales & Marketing.** The creation of a formal sales and marketing department including market research activities, product planning and implementation processes and the establishment of a direct sales staff.

**\*Operating Systems.** The installation of new accounting, billing and customer service systems. The RFP process was completed in May 1997 with implementation now underway.

**May 1994 to  
September 1996**                      **Alternative Technologies International**  
San Francisco, California  
Management Consultant

Management consulting practice which included advising lenders, investors and management on marketing, operational and financing issues as well as preparing detailed business plans for domestic and international advanced technology companies. These plans are based on comprehensive forecasting models which I designed to integrate financial statement, cash flow and budget reporting as well as extensive sensitivity analysis options. The models have been successfully used to manage company operations, establish capital requirements and close financing transactions.



***Confidential Resume of Craig A. Anderson***

**October 1992 to  
May 1994**

**The Austad Company**  
**Sioux Falls, South Dakota**  
Director, Vice President-Chief Financial Officer, and  
Corporate Secretary  
Executive Committee Member

Formed In 1963, Austads was a leading international catalog marketer of golf equipment and related and accessories apparel with approximately 400 employees and annual sales of approximately \$50 million. The Company manufactured and assembled many of its own proprietary products and operated 4 retail stores in the upper Midwest. It also operated a large international order processing and fulfillment center in Sioux Falls. I was hired to restructure the Company and prepare for potential venture capital financing and an eventual initial public offering. I resigned in early 1994 to enter the technology management consulting business as my noncompetition agreement with DialNet expired. However, I continued to assist the Company's management as a transition consultant through May 1994. In analyzing the Company's performance and accounting systems and in handling its 1993 financial audit. The Company was sold in late 1994 to Hanover Direct, Inc., a multi-catalog direct marketer which elected to consolidate the Company's operations and close the Sioux Falls office.

*My accomplishments at Austads included the following:*

- \* Strategic Business Plan.** I researched, conceptualized and drafted the Company's first comprehensive business plan, including a detailed financial analysis of the Company's past performance and a 6 year month-to-month forecast of the Company's planned catalog and retail operations. The plan documented a nationwide roll-out of the Company's retail operations. The plan was approved by the Company's Executive Committee and formally adopted by its Board.
- \* Management Budgeting and Reporting Systems.** I designed and formalized a Company-wide catalog and retail store budgeting and forecasting process and developed reports to monitor performance on a daily basis. I also conceptualized and installed periodic management reports to summarize daily catalog and store sales, returns and order cancellations, weekly inventory and purchasing fluctuations, weekly cost of goods sold tracking by catalog, weekly order fill and backorder levels and other key performance variables.
- \* Accounting Systems.** I converted the Company's monthly cash basis statements to comply with GAAP and designed and installed a monthly internal audit process. I reorganized the Company's accounting department and systematically re-engineered all of the Company's Internal control, accounting, international purchasing and payroll and tax reporting systems. In August 1993, I completed the conversion of the Company's financial reporting and accounts payable systems to a new software system which significantly expanded the Company's reporting options and accuracy.
- \* MIS Operations.** I reorganized the Company's MIS department and hired an experienced department manager. I supervised the expansion of the Company's LAN systems and the standardization of its network application software. In early August 1993, we concluded a complete schematic flow chart of the Company's operations and documented the major features of the Company's catalog and retail procedures, which were previously undocumented. Based on this study, we redesigned the Company's hardware and software systems and selected a new system for installation over an 8 month period concluding in June 1994. I also placed long term financing for the system. When I left the Company in early 1994, installation of this new system was ahead of schedule. This system subsequently reduced inventories by 50% from \$12 million to \$6 million in 15 months while increasing overall order fill rates by 2%. The MRP portion of the new system increased manufactured product fill rates from 70% to 96%. The POS system reduced training time by 50% and reduced order call time by over 10%. The merchandising subsystem raised initial markons by 3% while reducing markdowns by 5%. The overall system achieved a 99% cycle inventory accuracy rating.